

UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
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STUDENT OUTLINE

CMO SUPPORT TO TRANSITION

CAC-PLAN-214

CIVIL-MILITARY OPERATIONS PLANNER COURSE

M020AQD

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LEARNING OBJECTIVE

TERMINAL LEARNING OBJECTIVE. Given a mission, commander's intent, CPB planning support products and as a member of a Civil-Military Operations Working Group, integrate Civil-Military considerations into the planning process, to support the commander's decision making by providing an understanding of the civil environment and the nature of the problem in order to identify an appropriate solution, in accordance with MCWP 3-33.1. (CAC-PLAN-2001)

1. TRANSITION CONSIDERATIONS

a. Purpose. The purpose of transition is to ensure a successful shift from planning to execution. A successful transition ensures that those executing the order understand the commander's intent, the CONOPS, and associated planning and execution tools. Transition is designed to enhance understanding by all involved executing it and to promote unity of effort and generate tempo. This facilitates initiative at the subordinate level to exploit enemy vulnerabilities.

b. The Purpose of the Transition Step. Transition is a continuous process that requires a free flow of information between commanders and staffs at all levels of command. It is a process that allows staffs and subordinates to further their understanding of the key actions and if necessary receive further guidance from the commander to facilitate mission accomplishment at all levels of command. It may involve a wide range of briefs, drills or rehearsals.

c. Types of Transition. Regardless of the level of command, a successful transition ensures those that execute the order understand the Commander's intent, the CONOPS and the associated planning support tools. There are two types of transition: internal and external.

(1) Internal. During the internal transition, the Future Operations Section (FOPS) presents and briefs the OPLAN or OPORD to current operations (COPS) within the command to ensure those who execute the order understand the commander's intent, the CONOPS, and any planning tools. FOPS may assign a planner to the COPS to facilitate execution. Due to this person's in-depth knowledge of the plan; assisting the subordinate staff with their detail planning and coordination. If possible the COPS should provide a rep to the OPT to ensure that critical planning information is shared as the plan develops. The COPS will focus on the execution of the plan after receiving the transition brief. The role of the COPS is to disseminate information and to enhance situational awareness within the command.

(2) External. Externally, transition occurs between the commander and his subordinate commanders. This transition brief provides subordinate commanders a greater understanding of the plan and an opportunity to provide input. Transition for subordinate commanders culminate with a confirmation brief to

higher headquarters to confirm their understanding of the commander's mission, intent and concept of operations.

d. **Transition Injects**. The inputs for transition activities are primarily the results of CMO support to orders development. At a minimum, transition requires the approved CONOPS.

(1) **The Primary Tool for Transition**. There are several planning support tools used to during transition. However, for transition to occur, an approved order or plan must exist. The order or plan is the primary tool used during transition because it communicates the initial task organization, mission statement, Commander's intent, CONOPS, and specified tasks. The order should contain concept matrices and results of detailed planning such as the Supporting Concepts (fires, logistics, etc.) and Annexes (CMO, Interagency, etc.). Along with the order, planning support products provide critical information. These inputs may include: refined intelligence and CPB products; planning support tools; updated CCIRs; and branches for further planning. The order should be the most widely disseminated product and made available as soon as possible to facilitate the preparation for briefs and/or drills.

(2) **Synchronization Matrix**. A Synch matrix is a planning support tool used to relate forces and their activities to one another in time, space, and purpose. This tool should be used to: minimize gaps in execution; maximize combat power; and develop an execution checklist for Annex X.

(3) **Decision Support Template (DST)**. A DST depicts decision points, time phase lines associated with movement of adversary and friendly forces, projected situations, and indicates when, where and under what conditions a decision is most likely to be required. DSTs are normally developed during COA wargaming.

(4) **Decision Support Matrix (DSM)**. A DSM provides a recap of expected events, decision points, and planned friendly actions in a narrative form. It shows when and where a decision must be made and if a specific action is to be taken.

2. **TRANSITION ACTIVITIES**

a. **Transition in Action**. Transition may involve a wide range of briefs, drills or rehearsals if time and resources are available. Any and all actions taken are done to enhance the

situational understanding of those who will execute the order or task(s).

b. **Formal Transition Brief.** Transition occurs at all levels of command, at the higher levels of command, transition may include a formal transition brief to subordinate or adjacent commanders and to the staff supervising execution of the order.

(1) The commander, deputy commander or executive officer provides transition brief guidance, which may prescribe who will give the brief, briefing content, briefing sequence, and who is required to attend. At a minimum, the brief should include the following items from the order or plan:

- (a) Situation (adversary and friendly)
- (b) Mission
- (c) Commander's Intent
- (d) Concept of Operations
- (e) Execution (including the branches)
- (f) Commander's Critical Information Requirements

(2) At lower levels, it might be less formal. The transition brief provides an overview of the mission, commander's intent, task organization, and adversary and friendly situation. It is given to ensure that all actions necessary to execute the order are known and understood by those executing it.

(3) Depending on the type of operation, the CMO planner may be responsible for briefing the CMO concept of support or respective line(s) of operation during the transition brief.

c. **Transition Drills.** A transition drill is a series of briefings, guided discussions, walk-throughs or rehearsals used to facilitate understanding of the plan throughout all levels of the command.

(1) The Commander, subordinate Commanders, and staffs that are tasked to execute the order or plan may conduct transition drills. These drills are important activities that improve the commander and staff's ability to command and control operations. Typically, a transition drill is used at lower

levels of command, where the staff often develop and execute the plan. The Commander also uses transition drills to reinforce his design, increase the situational awareness of the subordinate Commanders and their staffs, and to instill confidence and understanding of the plan. Examples of transition drills are sand table exercises, map exercises and Rehearsal of Concept (ROC) drills.

(2) ROC drills are techniques used to review an order or selected aspects of an order. They may be conducted in a number of ways. During a ROC drill, all participants participate in a "dry run" or rehearsal to facilitate understanding of the plan. A productive ROC drill is characterized by the willingness of the participant to recognize and address gaps in the plan.

(3) Transition drill considerations:

(a) Ensure all warfighting functions are represented (to include SMEs).

(b) Determine details in advance such as the 5Ws, environment, and audio-visual requirements.

(c) Ensure the fidelity of all terrain models.

(d) Maximize the use of decision support tools and review execution checklists thoroughly.

d. **Confirmation Brief**. Subordinate commanders conduct a confirmation brief with their higher commander to confirm their understanding of commander's intent, their specific task and purpose, and the relationship between their unit's missions and how they fit into the overall plan.

(1) A confirmation brief also allows the commander an opportunity to discuss identified gaps within his plan, discrepancies between his plans and subordinate commander's plans, address resource shortfalls, required support, and to add clarity to the purpose of the operation.

(2) A confirmation brief may be executed in conjunction with external drills such as; PowerPoint briefs, sand tables, map exercises and rehearsals, or it may be conducted independently.

e. **Transition Activities vs. Time**. The activities required for transition may vary depending on mission complexity, the size of the unit and the time available. The more time,

preparation, and resources available; the more complex transition can be, ranging from a transition brief to a full dress rehearsal. It is important not to equate complexity with effectiveness. Keep "KISS" in mind; the more complex the transition, the more difficult the execution. In the case of smaller staffs, the planner may have the responsibility for executing the plan as well. At a minimum, there should be both a transition and a confirmation brief.

f. **Briefing Responsibilities**. The commander, deputy commander, subordinate commanders or staff are normally responsible for giving the transition and/or confirmation brief. If and whenever possible, everyone at all levels tasked with execution of the plan or order should participate in the transition drill.

3. **TRANSITION RESULTS**

a. **Results of Transition**. Commanders, staffs, and subordinate commanders are prepared to execute the order, possible branches and plan sequels if necessary.

b. **Successful Transition**. A successful transition is characterized by the executors' clear understanding of the commander's intent, mission, CONOPS and tasks. It ensures the greatest possible understanding of the plan or order by those who must execute it.

c. A CMO Planner must ensure there is a transition of the CMO activities to those responsible for executing the CMO tasks outlined in the order or plan.

d. The OPT's work does not end after the order has been transitioned. The planning process continues as planners continue to plan for the execution of potential branch plans and sequels.

4. **JOINT OPERATIONS**

a. CMO planners should also be aware of "transition" as it relates to phases of an operation. In Joint operations, Phase IV (Stabilize) and Phase V ("Enable Civil Authority") are predominantly characterized by joint force support to legitimate civil governance in theater. The goal is for the joint force to stabilize the civil environment and enable the viability of the civil authority and its provision of essential services to the largest number of people in the region.

b. A CMO planner in support of transition operations should identify CMO specific requirements such as: reports, responsibilities, capabilities, and assets to the relieving element(s). CMO transition may fall into three categories:

(1) Termination of an operation or task(s).

(2) Transfer of an operation or task responsibilities to a supported unit this is conducting a relief-in-place during offensive, defensive, stability, or support operations & incoming unit is continuing the military mission. Change of operation or mission resulting in exchange of forces. Normal rotation of CA units or individuals conducting a long-term project or operation.

(3) Transition of an operation or task responsibilities to host nation, IGOs, NGOs, civilian agencies or organizations; command directive.

c. Termination or transition occurs when either the mission has been accomplished or when HHQ directs. Criteria for termination or transition may be: events, objectives and/or effects achieved, availability of resources, or a specific date; command directive.

REFERENCES:

MCWP 3-33.1 MAGTF Civil-Military Operations
MCWP 5-1 Marine Corps Planning Process

